US Army
Corps
of Engineers

Director's State of the Union January 2002

Linda D. Garvin
Director of Real Estate

We've Come a Long Way...

US Army Corps of Engineers

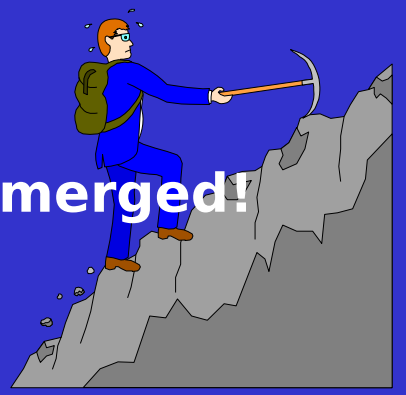
Oct 1999 to Aug 200

Taking care of People

Helping them grow through:

- **Leadership development programs**
- **Emerging Leaders Program**
- **Real Estate Professional of the Year**
- **Special recognition**
- **Training**
- **Developmental opportunities**
- **Use of the emerging leaders →**

  Three emerging leaders have already emerged!



We've Come a Long Way...

US Army Corps of Engineers

Oct 1999 to Aug 200

Process Improvements

- HQ/Field working Business Process Improvements (e.g. - recruiting and leased government housing)
- MSC/HQ Actions working
- Regional technical forums with HQ's participation
- Product Delivery Teams
- Participation at Regional Management Boards
- Policy Task Forces underway
- Emphasis on Internal Management Control Program

We've Come a Long Way...

US Army Corps of Engineers

Oct 1999 to Aug 2001

Communication

- HQ to field (Director's e-mail)
- Monthly and quarterly teleconferences
- Establishment of Real Estate Executive Board
- Partnering with customers and stakeholders
- Director's consolidated RE distribution list
- Director's field visits
- Real Estate Newsletters
- Field telling the Corps story
- HQ/Field Communication Team

Moving from....

US Army Corps of Engineers

Oct 1999

RE isn't important

RE isn't seen as a mission area

RE is the last to know

They'll never invite us to the meeting

HQ/Field relationship is poor

RE folks never get recognized

RE doesn't have to play in the USACE Corporate Business Process

My Challenge to You in Building a World-Class Team of Real Estate Professionals…

- **People**
- **Process**
- **Communication**

My Challenges to You…

US Army Corps of Engineers

People

- Lead, Coach and Mentor
- Set People up for Success
  - Emerging Leader Program
  - Leadership Development Program
  - Developmental Assignments
  - Awards
  - HQ/Directorate Sponsored Events
- Use of USDA Executive Potential Program leaders
- Use the two Army Reserve Real Estate units

- Learning Opportunities
  - HQ Policy Task Forces
  - Cross Training
  - CREST
  - CG's Special Emphasis
  - Other Agency Conferences
- Creative Recruitment and Retention Strategies
- Position Review, Performance Feedback, Career/Professional Development and Counseling
- Effective use of IDPs
- Get involved!

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Recruiting for the World-Class Real Estate Team

- Think Corporate
- Think Future Skills
- Think New Ideas
- Focus on the Best Candidate for the Job
- Hire Someone Not Like Yourself!

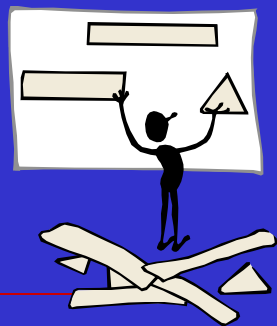
  Today's Employee has Different Needs:
  - Not Government "Lifer"
  - Wants Challenging Work or will get Bored
  - Wants to be Involved and Heard
  - Wants to be Part of the Team
- For Leadership Positions - Managerial and Leadership Skills are <u>ESSENTIAL</u>
  - Leading People
  - Leading Change
- Hire Someone who sets the Bar High!
- Reach out to other agencies
- Include the Director of Real Estate in Chief Selections

My Challenges to You…

US Army Corps of Engineers

Process

- Meeting Customers' expectations
- Helping Customers to Succeed
- Be on the Team
  - Regional Business Center
  - Corporate Business Process
  - PMBP
- Be Corporate
  - Think USACE
  - Be Situationally Aware
- Provide Quality Products and Services
- Customer Support
  - Experienced and knowledgeable staff
  - Consistency
  - "One Corps"
  - Participation on HQ Sponsored Process Improvements
- Continue to Learn
  - Share Successes
  - Share Lessons Learned
- Utilize Effective Problem/Issue Resolution



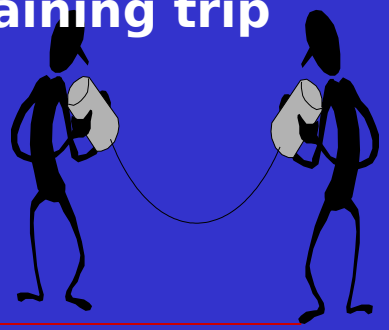
My Challenges to You…

US Army Corps of Engineers

Communications

- GET THE WORD OUT!
  - USACE Vision/values/campaign
  - CG's "Do It!" card
  - Real Estate Newsletters
  - CREST volunteers
  - Policy Task Force volunteers
  - Prospect review
  - Emerging Leader nominations
  - RE Professional of the Year Award
  - Director's "What's Happening" e-mails
- Corporate behavior - Corporate duties
- U.S. Army Corps of Engineers' Business Process

- Learning organization
- Telling the Corps story
- Meeting locally/regionally with Customers and Stakeholders
- Partner with other USACE elements
- Raise issues early
- Continuing dialog with each other and HQ
- Sharing TDY/training trip reports
- Conduct AARs



Emerging Leader Survey

US Army Corps of Engineers

Background

A group of emerging leaders from across the Corps developed survey to assess:

- Return on Investment - Benefits of the Emerging Leaders Conference program (formerly the Leadership Conference program)
- Influence of the program on the Emerging Leaders and their careers
- Professional/career development
- Utilization/lack of utilization of Emerging Leaders following the conference
- Identify ways to utilize Emerging Leaders at HQ/Division/District levels
- Identify ways to improve Emerging Leaders Conference

Current Actions

- Real Estate served as a pilot for the survey
- Eleven Emerging Leaders from within Real Estate participated

Next Steps

- Survey to be tweaked - 9/01
- Emerging Leaders (in coordination with HQ elements) to request CG approval to administer Corps-wide - 10/01

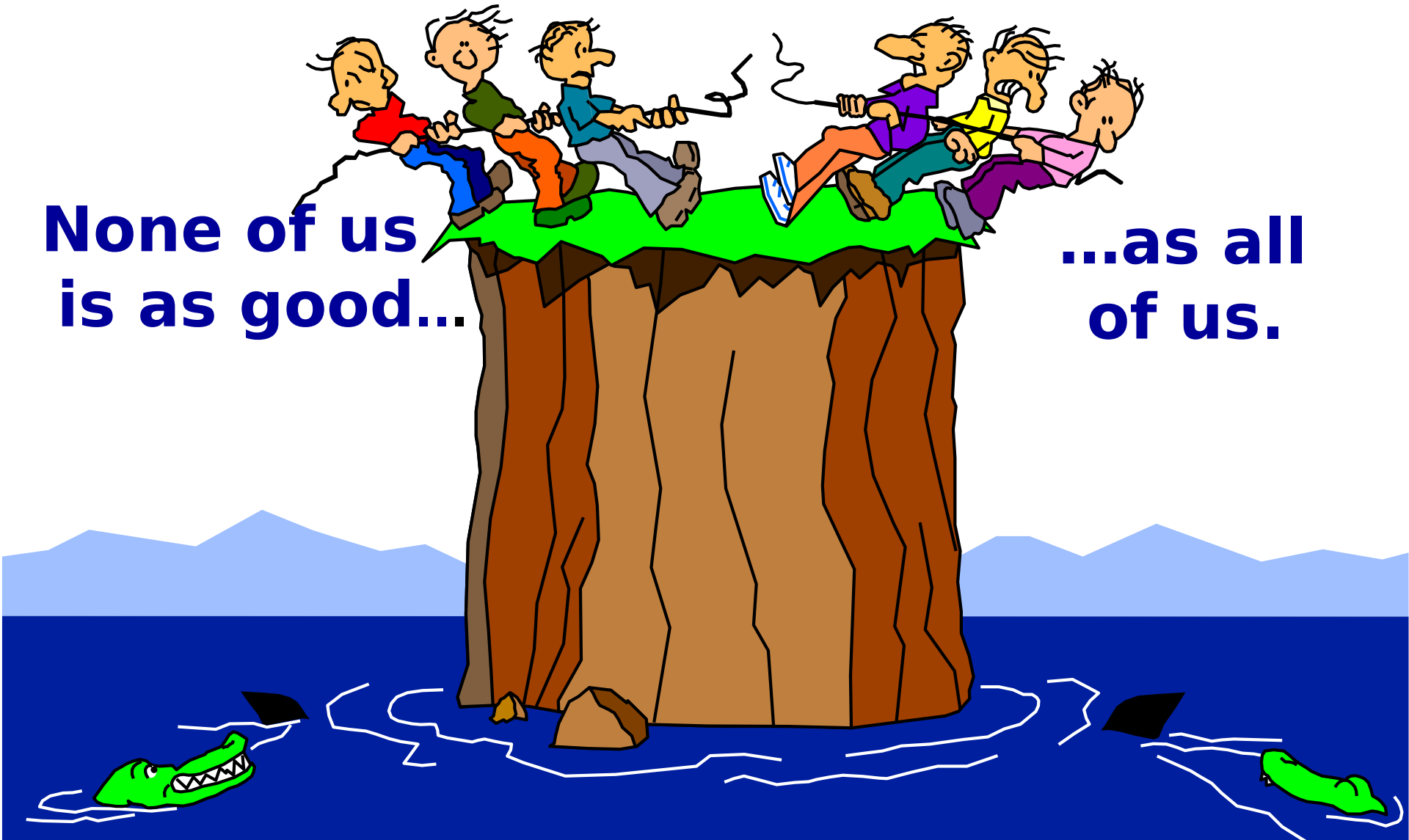
Areas for Improvement Identified by EL Survey

US Army Corps of Engineers

- **Make IDPs meaningful and useful**
  - Realistic
  - Include career aspirations
  - Expand emerging leaders' horizons
  - Prepare for future assignments
- **Make performance feedback useful**
  - Discuss strengths
  - Identify areas for improvement
  - Provide opportunities and challenging assignments
- **Allow emerging leaders involvement in outside Real Estate assignments → Exposure is the key to one's development**
- **Update position descriptions**
- **Have emerging leaders back-brief on assignments - learned experiences and application to current job**
- **See METL and IDPs as developmental tools → Take the whole person approach**
- **Do everything possible to help emerging leaders reach full potential**
- **Prepare them for bigger and better things**
- **Maximize return on investment**

Teamwork

None of us is as good…



…as all of us.